



VILLAGE of
ALFRED



ALFRED VILLAGE POLICE DEPARTMENT

2021
New York State Police
Reform and Reinvention Collaborative Plan

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**Executive Order No. 203
New York State Police Reform and Reinvention Collaborative Plan**

I. INTRODUCTION:

On June 12, 2020, Governor A. Cuomo issued an executive order directing municipalities that employ police officers to actively engage stakeholders in the local community and develop locally approved plans for the strategies, policies and procedures of local police agencies. In accordance with this order, Village of Alfred entered a collaborative effort to move through a Village-wide process to enact police reform plans.

A. Department Profile:

Municipality: Village of Alfred
Law Enforcement Agency: Alfred Police Department
Executive Officer: Mayor Becky Prophet
Village Chief of Police: Paul Griffith

B. Municipality Demographics:

The Village of Alfred, within the Town of Alfred is a small micro-urban village consisting of approximately 1.2 square miles with a population of approximately 4,000 people. The Village has a full-time police department who also contracts emergency response to the Town incidents. Alfred State College also has a full-time police department and Alfred University employs security guards. The State Police is the local police agency for the remaining areas of the Town. The 2019 Census data indicates that Alfred is 75.6% White, 8.0% Black, 7.9% Hispanic, 5.8% Asian, 1.3% Mixed Race and .4% Native American. <http://www.city-data.com/city/Alfred-New-York.html>.

IPEDS data for Fall 2019 classified student demographics at Alfred State College as 72.6% White, 13.3% Black, 9.1% Hispanic, 1.2% Asian, 2.9% Mixed Race, .3% Native American, .3% Unknown, and .3% Non-resident Alien.

Similarly, Alfred University had a demographic breakdown that was 57.1% White, 12.7% Black, 8.9% Hispanic, 1.7% Asian, 2.6% Mixed Race, .1% Native American, 9.5% Unknown, and 7.4% Non-resident Alien.

C. Agency Demographics:

The Alfred Police Department employees, all of whom are with the patrol division, which consists of three full time officers, a sergeant/investigator, a chief, and ten part time officers. All employees are White males.

II. REFORM & REINVENTION COLLABORATION PROCESS

A. Collaborative Opt-in Approach:

Including the Village of Alfred, Alfred University, Alfred State College and the A.E. Crandall Hook & Ladder Co. / Alfred Ambulance Corps provided resources to assist with program management and change management expertise.



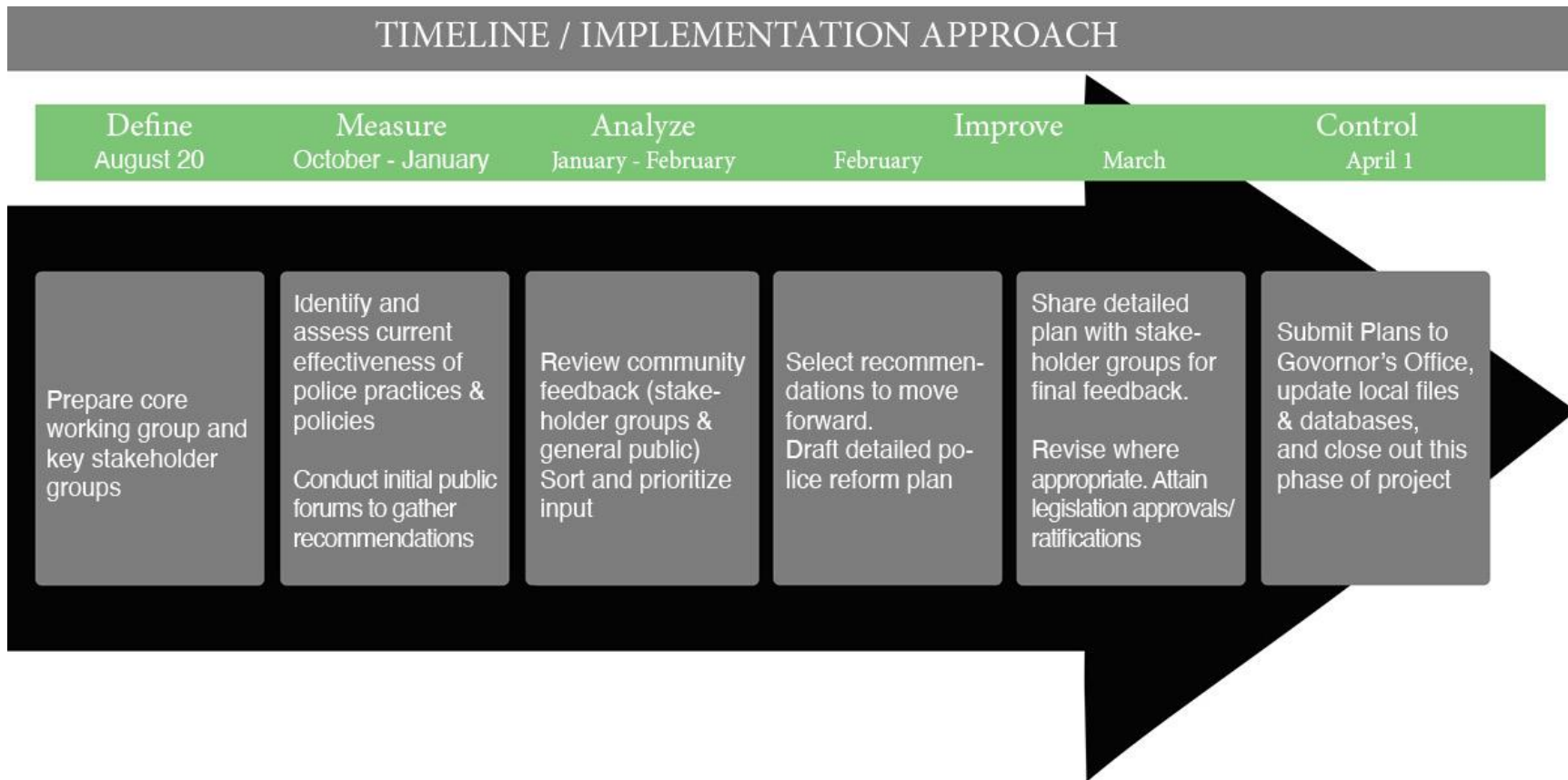
B. Opt-in Agency Partners:

- Alfred Police Department
- Village of Alfred
- Town of Alfred
- Alfred State College University Police
- Alfred State College
- Alfred University Campus Safety
- A.E. Crandall Hook & Ladder Co. / Alfred Ambulance Corps
- Town of Alfred

C. Team Leadership:

- **Caitlin Brown**, Village Trustee
- **Wendy Dailey**, Alfred Town Board
- **Desmond Davis**, Assistant Director of Diversity, Equity, and Inclusion Center for Intercultural Unity, Alfred State College
- **Nancy Furlong**, A.E. Crandall Hook & Ladder Company / Alfred Ambulance Corps
- **John Furlong**, Chief of Police, Alfred Police Department
- **Dr. Tamara Kenney**, Dean of Student Wellbeing, Alfred University
- **Nicole Herman**, Chief Diversity Officer & Title IX Coordinator Affirmative Action Officer Center for Intercultural Unity, Alfred State College
- **Peter McClain**, Village Deputy Mayor
- **Jessica Middaugh**, Chief of Public Safety, Alfred University
- **Scott Richardson**, Interim Chief of Police University Police, Alfred State College
- **Dr. Brian Saltsman**, Interim Chief Diversity Officer, Director of Student Diversity and Inclusion, Co-Director Africana Studies Minor, Alfred University
- **Gregory Sammons**, Vice President for Student Affairs, Alfred State College

D. Process Implementation Approach & Timeline



III. PUBLIC PARTICIPATION & FEEDBACK CHANNELS

A. Community Team Members:

- Village Law Officials
- Alfred Village and Town Elected & Appointed Officials
- Representatives from Village, Educational Institutions, Emergency Services and Businesses
- Citizens who represent marginalized, underrepresented and minoritized populations

B. Listening Sessions:

- June 9, 2020 Community Meeting over 100 attendees via Zoom and Facebook Live
- July 14, 2020 Community Meeting and Board Meeting over 100 attendees via Zoom and Facebook Live
- October 1, 2020 Conducted Listening Session via Zoom and advertised via the local news channels, newspapers, websites, and social media with an estimated 40+ participants. Public Listening Session was open to all Alfred citizens
- January 12, 2021 meeting for Village business owners and landlords
- Private listening sessions/ focus groups are planned for the second quarter 2021:
 - Community Stakeholder Participant groups, AU and ASC students, faith-based organizations, business owners

C. Survey: (anonymous participation for all)

- General Public Survey:
 - 37 survey questions including demographic data questions sent out via email, newspaper, social media, campus communications systems, printed postcards and flyers distributed to businesses and directly to constituents, open from November 15 - December 20, 2020 *see Appendix 1-1
 - 504 submissions
 - Printed copies available at the Village Hall
 - January 12 Meeting held with business owners to review preliminary results
 - Data Analysis and preparation of executive summary *see Appendix 1-2
 - Results posted for public viewing
 - Frequency tables for demographics and questions about policing included in executive summary
 - [Village Website](#)

IV. ALFRED VILLAGE POLICE DEPARTMENT OFFICE REFORM PLAN

The reform plan, in accordance with public feedback and the executive order requirements, consists of six primary themes: NYS Mandated Changes, Equality and Social Justice, Transparency and Accountability, Community Relations, Operational Policy & Procedures and Training.

A. NEW YORK STATE MANDATES:

The reform items found in this section are derived directly from the Executive Order No. 203

NY State Mandated Changes	Reform Item	Description	APD/ Village Action	Status
NYS Mandate - 1	NYSM – 1. Civil Penalties for Filing False Reports on Member of a Protected Class	Establishes civil penalties for falsely Summoning a Police Officer when there is no reason to believe a crime, offense or threat has been committed involving a member of a protected class. <i>(Effective June 13, 2020)</i>	Village will follow State guidelines	Complete
NYS Mandate - 2	NYSM – 2. Require Police Officers to Report the Discharge of Weapons	Requires a police officer or peace officer (whether on or off duty) who discharges his or her weapon under circumstances where a person could be struck by a bullet to verbally report the incident within six hours, and file a written report within forty-eight hours. <i>(Effective September 13, 2020)</i>	Amended Use of Force policy Sent to DCJS January 2021 for approval Appendix 2-1	Pending approval DCJS

NY State Mandated Changes	Reform Item	Description	APD/ Village Action	Status
NYS Mandate - 3	<p>NYSM – 3.</p> <p>Require the Reporting of Police Acts or Omissions Resulting in a Person’s Death to the Office of Special Investigation</p>	<p>Establishes an Office of Special Investigation within the Office of Attorney General which will have investigative authority and criminal jurisdiction for any incident involving the death of a person caused by an act or omission by a police officer or a peace officer employed as a correction officer or contracted by an education, public health, social service, parks or housing agency. Where an investigation concludes that the death or matters relating to the death or investigation of the death involved criminal conduct, the Office will be empowered to prosecute any such alleged offenses. (Effective April 2021)</p>	<p>Will conduct in-service training and establish communication method with the Attorney General’s office.</p>	<p>Pending on needed actions of NYS</p>
NYS Mandate - 4	<p>NYSM – 4.</p> <p>Ban Choke Holds</p>	<p>The Eric Garner Anti Choke Hold Act creates the crime of aggravated strangulation (making it a Class C felony) and establishes criminal penalties for a police officer or peace officer who uses a chokehold that causes serious physical injury or death.</p>	<p>Conducted in-service training January 2021</p> <p>In Use of Force Policy</p>	<p>Complete</p>
NYS Mandate - 5	<p>NYSM – 5.</p> <p>Require Medical Response for Arrestees</p>	<p>Affirms an individual’s right to medical and mental health attention while under arrest or otherwise in custody of a police officer or peace officer. Failure to provide reasonable and good faith medical assistance could result in a cause of action against the officer, representative and/or entity.</p>	<p>Conducted in-service training January 2021</p> <p>In Use of Force Policy</p>	<p>Complete</p>

NY State Mandated Changes	Reform Item	Description	APD/ Village Action	Status
NYS Mandate - 6	<p>NYSM – 6.</p> <p>Require Policing Statistics to be Reported to the Division of Criminal Justice Services</p>	<p>Requires courts to compile and publish data concerning arrests and court proceedings involving low-level offenses such as violations and traffic offenses. Such report will include aggregate and anonymized demographic information such as race, ethnicity and sex. This bill requires police departments to submit annual reports on arrest-related deaths to the Department of Criminal Justice Services (DCJS), as well as the Governor and the State Legislature.</p>	<p>Provide data to Office of Court Administration and Division of Criminal Justice Services</p>	<p>Complete</p> <p><i>Automatic, Monthly and annual Incident Based Reporting through Spectrum Justice System</i></p>
NYS Mandate - 7	<p>NYSM – 7.</p> <p>Recording of Law Enforcement Activity</p>	<p>Provides that a person not under arrest or in the custody of a law enforcement official has the right to record police activity and to maintain custody and control of that recording and of any property or instruments used by that person to record such activities. A person in custody or under arrest does not, by that status alone, forfeit such right to record.</p>	<p>No actions needed, already in compliance</p>	<p>Complete</p>

NY State Mandated Changes	Reform Item	Description	APD/ Village Action	Status
NYS Mandate - 8	<p>NYSM – 8.</p> <p>Provide the Public Access to Personnel Records of Police Officers</p>	<p>Repeal of Civil Rights Law 50-a, which had made all personnel records used to evaluate the performance toward continued employment or promotion of police officers, firefighters, paramedics, correction officers or peace officers confidential and not subject to inspection or review without the individual’s express written consent or a court order. This legislation also amends the New York State Freedom of Information Law (FOIL), subjecting any record created in furtherance of a law enforcement disciplinary proceeding to disclosure under FOIL. The new FOIL provisions require specific sensitive personal information, including medical history, to be redacted from such records prior to being disclosed. (Effective June 13, 2020)</p>	<p>In compliance effective June 13, 2020</p>	<p>Complete</p>

Category	Reform Item	Description	Reform Action	Suggested Timeline
Equality & Social Justice	ESJ-2. Expand Diversity and Bias Awareness Training	Expand diversity and bias awareness training to include marginalized, underrepresented, and minoritized populations such as Low Income, Substance Use Disorders, Minority, and LGBTQ+ communities, as well as training to recognize systemic racism.	Require Implicit Bias Awareness Training for all police officers Attend Train the Trainer sessions, to develop internal skilled presenters on implicit bias awareness training to support county-wide efforts	Q3 - 2021 Q1 - 2021
Transparency & Accountability	TA-1. Launch a Personnel Complaint Review Panel	Launch external advisory panel to review personnel complaints, investigations, and adjudications to ensure that best practices in personnel actions are being followed. Panel will include professionals with working knowledge of human resources, civil service, and labor relations.	Benchmark best practices of review panels across the country Establish an Independent Review Panel for examining personnel complaints, arrest and encounter data Investigate inclusion of performance program disciplinary process with union	Q4 - 2021 Q2 - 2022 Q1 - 2024

Category	Reform Item	Description	Reform Action	Suggested Timeline
<p>Transparency & Accountability</p>	<p>TA-2. Increase Transparency of Arrest Activities & Calls for service</p>	<p>Ensure citizens have access to appropriate police data & arrest activities via a monthly report placed on the village website and social media sites. Request for newspapers to list weekly calls for service activities.</p>	<p>Publish these monthly reports: a. Calls for service, cases and arrests, and use of force incidents b. Arrests by sex and race/ethnicity c. Community interactions (non-enforcement based)</p> <p>Request local newspapers to report on police log activities</p> <p>Record visible demographic data in the police blotter for each encounter with monthly independent review for patterns of bias</p>	<p>Q2 - 2021</p> <p>Q1 - 2021</p> <p>Q3 - 2022</p>

Category	Reform Item	Description	Reform Action	Suggested Timeline
Transparency & Accountability	TA-3. Reduce Personnel Complaints & Adopt a standardized Reporting Method	Identify key behaviors & causes that may drive citizens to complain about officers and incorporate these findings into trainings.	Have field training officers and Independent Review Panel examine complaints and meet quarterly to determine needed focus areas & changes in trainings Establish a standardized personnel complaint process	Q1 - 2023 Q2 - 2022
Transparency & Accountability	TA-4. Increase transparency of Use of Force Incidents & Personnel Complaints	Ensure better and timely citizen access to use of force data and personnel complaint incidents and outcomes. Modify current police software systems to better collect and track this data.	Add annual report data fields in current system for: Use of Force (type & frequency) Personnel Complaints and adjudications	Q1 - 2022

Category	Reform Item	Description	Reform Action	Suggested Timeline
Transparency & Accountability	TA-5. Publish Job Descriptions	Make job descriptions more readily available to improve transparency.	Post job descriptions of Alfred personnel (officer, sergeant, investigator, and chief) and performance appraisal document on village website	Q4 - 2021
Community Relations	CR-1. Conduct Public Education on Policing Practices	Increase the transparency of policing methods and governance by educating the public on these practices.	<p>Provide videos and brochures to share recommended actions for citizens when interacting with police</p> <p>Implement Citizen's Police Academy Include in-person & on-line versions Partner with Alfred State to add a Citizen's Police Academy</p> <p>Chief to conduct media outreach</p>	<p>Q1 - 2022</p> <p>Q1 - 2023</p> <p>Q1 - 2021</p>

Category	Reform Item	Description	Reform Action	Suggested Timeline
Community Relations	CR-2. Strengthen Customer Service Practices	Reinforce need for positive communications through better customer service & professional development training.	Develop & conduct Professional Development training on communications	Q1 - 2022
Community Relations	CR-3. Strengthen Community Safety Training Programs	Partner with volunteer instructors to provide key safety trainings that are provided to residents or community groups and improve offerings. These trainings help enhance their safety knowledge and support better relations.	Team with citizen instructors to conduct safety courses for members of the community Promote joint safety presentations to community groups via social media web sites	Q3 - 2021 Q3 - 2021
Community Relations	CR-4. Establish & Promote Community Programs to Increase Law Enforcement Visibility in the Community	Develop and execute programs that bring law enforcement officers and citizens together in forums where they talk to one another, share thoughts, and promote interactions which support the building of positive relationships.	Reach out to Vice Presidents of Student Affairs at Alfred State and Alfred University semi-annually offering interaction with police through student programming	Q3 - 2021 Q3 - 2021

CR(continued)	CR-4. (continued)		Offer community gatherings with on-duty police officers	
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Category	Reform Item	Description	Reform Action	Suggested Timeline
Operational Policies & Procedures	OPR-1. Improve Selection Methods by Requiring Candidates to Meet Additional Standards	Require candidates to meet additional criteria to help ensure a higher quality pool of candidates for new full-time hires.	Enhance selection methods for new hires: Require a standardized comprehensive background investigation	Q1 – 2022
			Require a thorough psychological evaluation for all new full-time hires	Q1 - 2022
Operational Policies & Procedures	OPR-2. Initiate Anonymous Quality Assurance Feedback Channels	Allow citizens & officers to submit feedback via website and social media to reduce the incidence of unsatisfactory or unlawful behavior.	Establish a process for citizens and/or officers to leverage social media and the village website to anonymously notify police officials of unsatisfactory or unlawful behavior of personnel	Q3 – 2021
			Within the scope of the police union contract, have the	Q3 - 2021

Operational Policies & Procedures (continued)	OPR-2. (continued)		Independent Review Panel that: Receives complaints Directs them to the appropriate party Mediates disputes	
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Category	Reform Item	Description	Reform Action	Suggested Timeline
Operational Policies & Procedures	OPR-3. Improve Collaboration with Mental Health Agencies	Partner with county medical providers for mental health transitional treatment and expanded use of tele- medicine providers in the mental health arena. Explore sending officers to Crisis Intervention Training.	Establish a program with area providers for mental health tele- medicine Collaborate with Allegany County Mental Health to conduct crisis intervention training	Q1 - 2022 Q4 - 2022
Operational Policies & Procedures	OPR-4. Improve Awareness of Mental Health Challenges of Officers	Establish peer counseling program and create emotional survival for law enforcement program for deputies, officers, and families. Investigate partnering with college Employee Assistance Programs to implement trainings.	Train peer counselors Establish an annual family training session outlining how to recognize stress and teach effective strategies for managing stress	Q1 - 2022 Q1 - 2023

Category	Reform Item	Description	Reform Action	Suggested Timeline
Training	T-1. Expand De-Escalation Training	Review current de-escalation trainings and benchmark for additional recommendations.	Attend de-escalation trainings; develop internal skilled presenters on de-escalation techniques	Q2 - 2021
Training	T-2. Expand Use of Force Training	Review current training by defensive tactics instructor group for training recommendations.	Benchmark and gather recommendations for improved Use of Force trainings Attend annual Use of Force training	Q4 - 2021 Q3 - 2021

- APPENDIX 1-1 SURVEY
- APPENDIX 1-2 DATA ANALYSIS & EXECUTIVE SUMMARY
- APPENDIX 2-1 USE OF FORCE POLICY
- APPENDIX 2-1 LIST OF ANNUAL, SEMI ANNUAL AND SPECIAL POLICE TRAININGS